Investing in Your Greatest Asset: Your Employees

One of the major challenges facing any organization is talent management—recruiting, training, and retaining the people who work to execute the organization’s mission. That challenge can be especially daunting for nonprofits, which rely heavily on restricted funding that too often fails to account for HR needs and essential employee development. To address this challenge, the Cornerstone OnDemand Foundation developed the Talent Management Grant to provide Cornerstone’s talent management software and talent management strategy support to qualifying nonprofits to help them build a more collaborative and effective workforce.

Selected nonprofits receive a three-year grant of Cornerstone’s Learning and Performance modules along with implementation and consulting resources. In the first year, grantees are awarded unlimited use of the software along with no-cost system implementation and support services. In years 2 and 3, grantees earn significant discounts on all software and continue to receive all services and technical support at no cost.

To qualify, organizations must provide programs in the areas of disaster relief, education, or workforce development and must demonstrate how the talent management software will be used for employee development and organizational capacity-building.

“Thanks to the technology and support provided with the Talent Management Grant, our employees are more connected to our mission and better prepared to deliver our programs to communities in need.”

Meredith Meyer
Vice President, Talent and Organizational Performance
KnowledgeWorks

Some of the nonprofits leveraging the Talent Management Grant to engage their employees include:

- Boys & Girls Clubs of America
- College Track
- Goodwill
- Save the Children
- Oxfam
- Teach For America
- United Way
- Yearup
Deliver training and develop employees anytime, anywhere in the world

Engage Your Employees
• Deliver training on desktops, tablets, and smartphones.
• Enable your employees to take training when and where they choose
• Give them the flexibility to pursue training tied to their development goals

Deliver Online & Blended Training Programs
• Draw from a library of thousands of online learning resources
• Upload your own e-learning courses, webinars, or training materials
• Enhance instructor-led training programs by assigning and tracking online pre-work

Build Communities of Peer-Supported Learning
• Create online communities of practice to drive collaboration
• Have groups of employees take virtual classes together
• Facilitate online discussions around topics critical to your organization

Manage Performance on an Ongoing Basis
• Benchmark employee performance and provide timely feedback
• Align goals to your organizational strategies
• Recognize top performers and create development plans to build skills across the organization

Applications are accepted from January through March. All applicants are required to attend an informational webinar prior to applying. Winners are announced in April. Program details and profiles of current grantees are available at: CornerstoneOnDemand.org/Talent-Management-Grant

By providing Cornerstone OnDemand’s talent management technology, pro bono consulting and open online learning programs to the nonprofit sector, the Foundation helps organizations around the world better develop, engage and empower their employees and the people they serve. csodfoundation.org
About the Cornerstone OnDemand Foundation

Cornerstone OnDemand (CSOD), a leading provider of human capital management software, launched the CSOD Foundation in 2010 to provide its technology, HR expertise, and capacity building services to the nonprofit sector. The Foundation focuses its efforts in the areas of education, workforce development, and disaster relief.

Nonprofits that benefit from the Foundation’s support and programs include organizations such as Teach for America, Save the Children, Goodwill, Knowledgeworks, Year Up, Mercy Corps, and ACTED.

Program Overview: The Talent Management Grant

Although nonprofits continue to demonstrate remarkable success in meeting the diverse needs facing our communities, the sector faces significant challenges when it comes to attracting, developing and retaining talent.

An impending mass exodus of leadership has led to a succession planning crisis for over 60% of nonprofits. Moreover, retention, training, and development are rated as organizational weaknesses for 8 out of 10 nonprofits. Meanwhile, other essential human capital related processes such as performance management often go ignored.

To this end, the Foundation created the Talent Management Grant — a comprehensive award of technology and professional services designed to provide nonprofits with the tools to more effectively support the collaboration, motivation, and productivity of their employees. The grant includes usage of the Learning and/or Performance Management system, dedicated system implementation and technical support, as well as process-related consulting resources.
The Talent Management Grant is a three-year grant cycle:

• Pricing is based on number of users
• Services include implementation support, and four technical projects: Inbound Data Feed, Custom Log in Page, Single Sign on and Virtual Instructor Led training (Learning only)

• Grantees are expected to complete their first implementation and successfully roll out the solution within 6 months of contract execution

• Grantees are expected to complete all subsequent implementations within three years of contract execution

• Grantees must begin by implementing either the Learning or Performance Management modules

• Grantees may qualify for other modules (Recruiting, Onboarding, Succession and/or Compensation) after they have demonstrated a successful roll-out and adoption of the learning and/or performance modules

• Grantees must be live for a minimum of 3 months on Learning and/or Performance before they can implement additional modules

• Grantees that are invited to renew for a subsequent three year term may qualify for discounts of up to 75% if they are able to demonstrate significant learner engagement and consistent usage of the platform
What is a Learning Management System?

Cornerstone OnDemand’s Learning Management System (LMS) allows you to automate your learning and development processes, enabling you to deliver and track any type of training to your employees at any time.

A Learning Management System will allow you to:

• Store, deliver, and track all types of information, training, and materials including e-learning courses, recorded webinar sessions, whitepaper, presentations and videos

• Schedule and enroll learners in instructor-led or virtual training sessions

• Register and track learners and all of their relevant training history

• Publish up-to-date calendars of available training

• Distribute automated email notifications and reminders to users

• Control training and reporting access and visibility for specific audiences

• Create informal learning environments to allow for collaboration and user-generated content
What is a Performance Management System?

Cornerstone OnDemand’s Performance Management System (EPM) will enable your organization to benchmark employee performance and align employee activities with organizational strategy while still providing continuous, meaningful feedback.

A Performance Management System will allow you to:

• Continually encourage goal achievement, productivity, and development
• Visually identify how employees' skills fit with those required to a specific role
• Make goal setting easy and transparent with the right tools to develop fully aligned, meaningful goals
• Easily identify employee competencies and skill gaps within your organization
• Collect badges and feedback to be included in performance reviews
• Develop configurable checklists to systematically assess and monitor skills in real-time and in the field
• Encourage social goals by allowing feedback with 360 review from peers and managers

Give managers and employees the best snapshot of performance, contributions and progress

Easily identify competencies and skills gaps
Eligibility Requirements

Is your organization the ideal candidate for a Talent Management Grant? Here is what we are looking for:

YOUR ORGANIZATION

• Is a U.S. IRS registered 501(c)(3) organization or a foreign organization designated as a charitable organization under the laws of your country

• Has an existing internal training and/or performance initiative that requires a technology solution to effectively manage and scale

• Can demonstrate that developing, engaging and retaining employees is a core value of the organization

• Can demonstrate executive support for this program and for the financial commitment after year 1

YOUR INITIATIVE

• Has an identified executive-level sponsor who is invested in and accountable for the overall success of this project

• Requires technology to scale your existing internal training and development initiatives

YOUR TEAM

• Has the capacity to implement and manage software-as-a-service (SaaS) technology solutions

• Has an identified project team with assigned resources

• Is cross-functional, including marketing, IT, HR, as necessary
Terms of the Grant

The Foundation will collaborate with the Grantee’s team to identify the requirements and scope of the Talent Management Grant project. The Foundation will award Cornerstone OnDemand software and services over three years, including:

SOFTWARE

• Unlimited access to CSOD’s Learning Management System (LMS) and/or unlimited access to CSOD’s Performance Management System (EPM)

• Organizations may qualify to implement other modules after demonstrating a successful roll out and adoption of the modules under the initial grant term

SOFTWARE SUPPORT

• Implementation, Integration, and Customer Support services (e.g., the technical support and assistance you will need to implement, launch, and manage the learning management system and/or performance management system)

CONSULTING SERVICES

• Support from experienced CSOD learning design and performance management experts who will help you develop your learning and/or performance strategy and, to effectively leverage our technology

• Consulting from CSOD employees and/or from our corps of volunteer HR professionals who can provide a range of services in support of the launch and expansion of your talent management initiatives

PROGRAM SUPPORT

• A kick-off and design session to identify project goals, resources, and an implementation roadmap

• A skilled project team from CSOD, including an Engagement Manager, Implementation Lead, Foundation Sponsor and Client Success Manager

• Foundation support and collaboration throughout the duration of the partnership

ADDITIONAL RESOURCES AND BENEFITS

• Access to CSOD’s network of technology and HR partners

• PR and Marketing support
Application Process Overview

The Foundation will collaborate with the Grantee’s team to identify the requirements and scope of the Talent Management Grant project. The Foundation will award Cornerstone OnDemand software and services over three years, including:

**STEP 1: DISCUSS**

Read through the application in its entirety and share it with the relevant people inside your organization to decide whether this program is a fit for your organization. Appropriate people to involve and questions to consider include:

- Executive Director/Leadership – Successful implementation and execution of this project will require resources and time. Will you have the executive support to prioritize this work? Will you have the financial commitment to support the program at the end of the grant period?

- Project Lead/Super Administrator – Selecting a project lead who can make business process decisions and serve in the capacity of ‘Super Administrator,’ ensuring accountability of the project team; also responsible for end-user training and collaborating with the executive team to ensure a successful roll out and adoption.

- Program Staff – Who will comprise this team, and will resources be in place by June 2017?

- IT – Depending on your requirements, you may need to involve IT to ensure system compliance and access. Will you be able to dedicate IT resources, if needed?

**APPLICATION TIPS**

We recommend that you finalize your narrative responses in a separate Word doc. Then, when ready, cut and paste your responses into the electronic application available at the URL: [https://www.cornerstoneondemand.org/talent-management-grant](https://www.cornerstoneondemand.org/talent-management-grant) You may skip through the pages but will not be allowed to submit the application without completing all required questions. You may save your work at any time and will be given a link to return to your form.

To register for the webinars, view relevant dates, and apply, please visit: [https://www.cornerstoneondemand.org/talent-management-grant](https://www.cornerstoneondemand.org/talent-management-grant)

**STEP 2: ATTEND**

We will host one web-based conference call for prospective applicants where we will introduce the CSOD Foundation and the Talent Management Grant program and provide a short demo of the system. We will also address all application and programmatic questions during this session. The webinar will be recorded and made available on the CSOD Foundation website for future reference.

Interested applicants will also be invited to attend an optional deeper-dive demo and/or a call to hear from current grantees. We strongly encourage you to attend one of the sessions and to include individuals from your organization who are most closely involved with your initiative.

**STEP 3: APPLY**

- If, after reading this application, discussing it within your organization, and attending the webinar, you are convinced that this grant is exactly what you need to bring your talent management strategy to the next level, we encourage you to apply.
Frequently Asked Questions (FAQ)

Q1. WHAT IS THE TALENT MANAGEMENT GRANT PROGRAM?

The Talent Management Grant brings Cornerstone's suite of talent management applications and strategy support to qualifying nonprofits to help them build a more collaborative and effective workforce.

Selected nonprofits receive a three-year grant of Cornerstone's Learning and Performance modules along with a host of implementation and process-related consulting resources.

To qualify, organizations must provide services in the areas of disaster relief, education, or workforce development and must demonstrate how the talent management software will be used for employee development and organizational capacity-building.

Q2. HOW DO I APPLY TO BE A TALENT MANAGEMENT GRANTEE?

Online applications are due at the end of March and we select the new cohort of grantees in May/June. Grantees will then implement the system during the remainder of that year, with the goal of being ‘live’ by start of the following year.

By January 1 of each year, we post the new application and timeline for the upcoming Impact Grant cycle. During Q1, we will offer several webinars to learn more about the program and software and will also be available for questions before and during the application cycle.

Please refer to www.csodfoundation.org/impact-grant for updates.
Q3. WHAT TYPES OF ORGANIZATIONS ARE ELIGIBLE FOR A TALENT MANAGEMENT GRANT?

Your nonprofit organization must be a U.S. IRS registered 501(c)(3) organization or a foreign organization designated as a charitable organization under the laws of your country.

Nonprofits of all sizes that provide services in the areas of education, job training, or disaster relief may apply for a Talent Management Grant. However, if your organization has fewer than 5 full-time employees or has an operating budget of less than $1 million we would encourage you to consider seriously whether you will have the available resources to fully commit to this type of engagement and to evaluate whether the post-grant period cost commitment is feasible.

Q4. ON WHAT CRITERIA DO YOU EVALUATE APPLICATIONS?

We are looking for organizations that have a solid strategic plan and goals for scale, a well-thought out content strategy, strong executive support and commitment, and evidence of success with their existing programs.

Q5. HOW LONG IS THE APPLICATION REVIEW PROCESS?

Applications are due towards the end of March each year. Grantees will be selected in May/June and will start implementation in Aug/Sept.

Please refer to www.cornerstoneondemand.org/talent-management-grant for timeline updates.

Q6. HOW MANY TALENT MANAGEMENT GRANTS DO YOU GIVE OUT PER YEAR?

We select 2-3 Talent Management Grantees each year.

Q7. IF MY APPLICATION IS DECLINED, MAY I RE-APPLY IN THE FOLLOWING YEAR?

Yes, you may re-apply as often as you would like.

Q8. ARE THERE ANY COSTS ASSOCIATED WITH THE TALENT MANAGEMENT GRANT?

Should you be selected in May for the 2017 cohort, the following structure will apply:
Q9. WHAT TYPE OF SUPPORT IS PROVIDED TO TALENT MANAGEMENT GRANTEES DURING AND POST-IMPLEMENTATION?

Grantees will be assigned an Implementation Coach (IC) for the duration of the implementation (typically 10-14 weeks) and will meet regularly with the IC during that period. The IC will guide you through the configuration process and help you gain mastery of the system, along with robust online and in-person training options. The IC will also coordinate with technical resources to support any technical projects (e.g. system integrations, single-sign on, etc.)

Once you are ‘live’, you will be assigned a Client Success Manager (CSM) who is responsible for helping support you during your initial ‘live’ stages and beyond as you continue to grow and adapt with the system. Your CSM will also help you stay up to date on the latest Cornerstone enhancements through the quarterly release process.

Your core system administrators will also have online and phone access to Cornerstone’s Global Product Support team for anything related to system functionality and bugs. End-user support is not provided by Cornerstone, however, we can recommend options for outsourced administrator and/or help desk support.

The Foundation team will maintain overall account ownership and accountability throughout the lifetime of the relationship.

Q10. I HAVE ADDITIONAL QUESTIONS THAT HAVE NOT BEEN ANSWERED. WHO SHOULD I CONTACT?

If you have any questions, or would like to talk through whether it makes sense to pursue a Talent Management Grant for your nonprofit organization, please contact Alexis Denny, Director of Technology Grants at adenny@csodfoundation.org.